

Notice of Study Session

For Abilene City Commission

4 p.m. Monday, November 4, 2019

Dwight D. Eisenhower Memorial Building
419 N. Broadway Avenue, Abilene, Kansas

There will be a special City Commission meeting prior to
the study session

PURPOSE

The City Commission's study sessions are for the purpose of providing the commission the opportunity to study items in more detail.

OPEN FORUM

This is an opportunity to bring up items to be informally addressed. The Mayor may impose a time limit on open forum.

STUDY ITEMS

1. Austin Peters Group, preliminary report on classification and compensation study.





**Preliminary Report
City of Abilene, Kansas
Classification & Compensation Study
Job Description Comments
November 4, 2019**

**THE
AUSTIN PETERS
GROUP, INC.**



Elizabeth Tatarko, Vice President
4809 Prairie Vista Drive
Fort Collins, Colorado 80526
Ph (970) 266-8724
Fax (913) 851-7529
etatarko@austinpeters.com
www.austinpeters.com

Table of Contents

Items	Page #
I. Executive Summary	4
II. Background and Introduction	5
III. Methodology and Process	5
Table 1: Survey Respondents	8
IV. Summary of Findings	10
Table 2: Health Insurance, Benefits and Leave	11
Table 3: Proposed Pay Ranges	15
Appendix A: Market Survey Results	17
Appendix B: Survey Instrument	
Appendix C: Policy Samples	
Job Descriptions Comments Conveyed in Separate Document	

Acknowledgements

This report and study are made possible through a cooperative effort of employees, department heads, the Interim City Manager, the HR Director/City Clerk, and the elected officials. The recommendations are tailored with the existing employees in mind, who have contributed and will continue to contribute to the organization's success. The Austin Peters Group, Inc. would especially like to thank HR Director/City Clerk and all of the department heads whose leadership was extremely important. This document represents the preliminary report.

I. Executive Summary

The governing body approved engagement of The Austin Peters Group, Inc. on August 26, 2019 to conduct a compensation and benefit study for positions in the City government. This proposal included a total of 64 positions including full-time, part-time, and elected positions. The scope included a job classification and compensation study for different pay grades focusing on internal and external equity; providing comments on job descriptions; policy development to address current challenges; and financial impact of recommendations.

The consultant was onsite September 17-19 to meet with all employees, conduct site visits, and meet with department heads and administration. The findings of the study are briefly outlined below.

The specific findings and recommendations of the study for base wages are:

- 1.** Move employees to the minimum of the proposed ranges for a financial impact of \$12,708.12 (base wages) to compete at the average of the market. This amount assumes implementation of the approved adjustments for January 1, 2020. The prior studies completed for pay also included the average of the market. The new pay range adjustment will affect 8 out of 56 employees. Pay range recommendations are provided in Table 3. This data does not include the City Manager position that is currently filled as an interim position.
- 2.** As funding allows, implement a one-time market pay compression adjustment for a financial impact of \$38,113.70, impacting 50 employees. This calculation did not include volunteer Fire employees.
- 3.** Annually move the pay ranges according to an index that follows pay range movement for employers in Kansas, and annually adjust employee pay.
- 4.** Many cities have worked to reinstate health insurance coverage since the Great Recession. Abilene lags in the percentage of coverage for health insurance provided to employees. This would be an area for future review in benefits. Leave provided by Abilene is exactly on par with peer communities. Abilene has one personal day provided as well.

II. Background and Introduction

The governing body approved engagement of The Austin Peters Group, Inc. on August 26, 2019 to conduct a compensation and benefit study for positions in the City government. This proposal included a total of 64 positions including full-time, part-time, and elected positions. The scope included a job classification and compensation study for different pay grades

focusing on internal and external equity; providing comments on job descriptions; policy development to address current challenges; and financial impact of recommendations.

III. Methodology and Process

Step 1: Interviewing all employees and department heads

The Austin Peters Group, Inc. began the process with a review of all job descriptions and a discussion with employees during one-on-one or group interviews. Employee interviews were completed over a few days to provide job description comments and evaluate employees' positions. Department heads were also interviewed as part of the assessment. They were able to provide input regarding employee decision-making, supervisory roles, knowledge and skill requirements, budget responsibility, contact with the public, and physical and working environmental factors. The purpose of the interview was to gather information to make changes to job descriptions and to obtain necessary details so an adequate evaluation and classification of the position could be made, and to ensure the market comparison is appropriate. Additional meetings with department heads, along with department and worksite visits, were conducted to validate and clarify information.

Step 2: Ranking positions based on factors

The next step in the process was to evaluate each position based on the following factors and weighted percentages:

- 1) Decision-making – 25%
- 2) Supervisory – 25%
- 3) Knowledge – 20%
- 4) Budget Impact – 10%
- 5) Contacts – 10%
- 6) Physical Skills – 5%
- 7) Working Conditions – 5%

Using the factors of decision making, supervisory, knowledge, budget, contacts, physical skills, and working conditions, all positions were ranked by the point totals and placed in ranges with employees of similar skills, experience, and nature of work.

The job evaluation process assumes that “(1) it is logical to pay the most for jobs contributing the most toward attainment of organizational goals and objectives; (2) people feel more fairly treated if wages are based on the relative worth of jobs; and (3) the goals of the enterprise are furthered by maintaining a job structure based on relative worth.”¹

¹ French, Wendell, The Personnel Management Process, Human Resources Administration and Development.

Organizations like the City depend on the contribution of their employees in making the organization successful and in effectively delivering services that citizens have come to expect. Employee compensation is the single greatest expense in doing business, and it requires a strategy and planning that is well thought out and well organized.

The reason compensation systems exist is to reward employees, retain employees, and provide avenues for their growth and development through motivation. The job evaluation process provides a tool for measuring, evaluating and comparing jobs. The question answered is: “What is this job worth in comparison to other jobs?”

Once pay practices and ranges have been established, there are a number of administrative issues that may arise. First, it is important to avoid situations where employees are paid inappropriately relative to the pay range. The purpose of establishing a pay range is to signify and clarify what the position is worth to the organization. Given this, it is important that red-circling, or paying those at a rate above the range maximum, not be allowed. The consultant can provide the City with policies to address red-circling. Likewise, green-circling should also be avoided unless the purpose is to retain employees who do not meet the minimum qualifications as set out in the job description. Green-circling is a practice where qualified employees are paid below the bottom of the range. The most common method for avoiding this is to bring employees up to the bottom of the range when there is a discrepancy, and the recommendations here allow adjustments where employees would otherwise be green-circled. The pay ranges should be reviewed on an annual basis and adjusted accordingly.²

Once each position was evaluated and scored, a total ranking was performed, and each position was then placed into recommended ranges based upon the ranking and the market analysis.

Step 3: Clarification with Department Heads

This step of the process involved exchanging information with the department heads to ensure that the consultant had adequately placed positions internally in the most appropriate range and scored the positions appropriately with regard to the above-mentioned factors.

Step 4: Collection of salary and benefit data

Determination of Market

The determination of the appropriate market is based on three factors: 1) occupation (similar jobs or positions that require similar knowledge, skills, and abilities); 2) geography (the distance that people are willing to commute to work); and 3) industry (competing with employers that have a similar product line). With regard to occupation, the comparisons selected here are direct one-to-one matches for positions. In the survey conducted, most positions had an

² Society for Human Resource Management, Compensation and Benefits Practices, pp. 60-70.

occupation match, which means that across organizations the titles and positions carry similar degrees of knowledge, skills, and ability.

The second factor in determining the market is geography and the distance that people are willing to commute to work.

The third element is competition with employers who have a similar product line. Communities that responded to the survey include all those participants outlined in Step 4 of the methodology. The survey had a very strong response.

Each Market Peer was asked to provide the following:

- A brief survey response regarding salary and benefits.
- A match of their positions with a job summary provided by the City of Abilene. The respondent was asked to provide job title/department, rate how well the position matched the City of Abilene, minimum pay, maximum pay, actual hourly rate or average, number of employees in position, number of people supervised by this position, and exempt or non-exempt status under Fair Labor Standards Act. Hourly wage rates were reported as of September 1, 2019. A sample and guide was provided to assist respondents.

Each Market Peer was contacted a minimum of three times using email and telephone. Many Market Peers were contacted more than three times to clarify positions, reporting, and responsibilities. Some peers were able to provide all of the data requested, while others were able to provide partial information. APG worked with the Council for Community and Economic Research (C2ER) to purchase Cost of Living Index data (COLI). The Cost of Living Index is the most reliable source of comparisons of key consumer costs available anywhere. COLI data is recognized by the U.S. Census Bureau, U.S. Bureau of Labor Statistics, CNN Money, and the President's Council of Economic Advisors. This information was used to adjust peer data to make it comparable to the City of Abilene, Kansas.

Once the rankings and ranges were set, a review of the market was necessary to ensure external competitiveness.

Once pay adjustments are implemented, ranges require annual adjustment based on an index that accounts for budgeted movement in ranges for peer cities, and performance adjustments.

The salary and benefit study was completed with data collected from the following benchmark organizations below. Data was provided as of September 1, 2019 for all positions.

Table 1. Survey Respondents	Data Provided	COLI
Abilene	Client	96.72057
Baldwin City	Yes	93.78118
Basehor	Yes	93.31678
Bonner Springs	Yes	80.80933
De Soto	Yes	107.0107
Dickinson County	Yes	96.72057
Eudora	Yes	93.78118
Fort Riley	No	94.36877
Fort Scott	Yes	95.26586
Goddard	No	93.09025
Herington	Yes	96.72057
Iola	Yes	94.82799
Junction City	Yes	94.36877
Mulvane	Yes	93.09025
Paola	Yes	97.61915
Park City	Yes	93.09025
Salina	Yes	97.89584
Spring Hill	Yes	107.0107
State of Kansas field staff	Yes	96.72057
State of Kansas local labor market data	Yes	96.72057
Tonganoxie	Yes	93.31678

Valley Center	Yes	93.09025
Wamego	No	101.3118
Wellington	Yes	94.16504

Step 5: Development of pay ranges

The development of pay ranges involved reviewing the salary and benefit survey results, additional salary survey sources when appropriate, the rankings that the consultant assigned each position in step 3, and the internal hierarchy and needs of the organization, to determine placement and range amounts. The ranges developed provide for internal equity and hierarchy across the organization.

If an employee was under the new pay range, an adjustment was recommended. No employees received a proposed decrease in pay. The new pay ranges were based on using the average of the market.

Step 6: Opportunity to meet with governing body

The consultant will present the findings to the governing body at a mutually agreed upon date and time.

IV. Summary of Findings

Internal Equity and Market Competition – The new pay range recommendations reflect the average of the market. Details for the market survey instrument may be found in Appendix 1. Based on the market findings, the new starting range minimums and maximums are in Table 3, along with proposed title changes.

The specific findings and recommendations of the study for base wages are:

1. Move employees to the minimum of the proposed ranges for a financial impact of \$12,708.12 (base wages) to compete at the average of the market. This amount assumes implementation of the approved adjustments for January 1, 2020. The prior studies completed for pay also included the average of the market. The new pay range adjustment will affect 8 out of 56 employees. Pay range recommendations are provided in Table 3. This data does not include the City Manager position that is currently filled as an interim position.
2. As funding allows, implement a one-time market pay compression adjustment for a financial impact of \$38,113.70, impacting 50 employees. This calculation did not include volunteer Fire employees.
3. Annually move the pay ranges according to an index that follows pay range movement for employers in Kansas and annually adjust employee pay.
4. Many cities have worked to reinstate health insurance coverage since the Great Recession. Abilene lags in the percentage of coverage for health insurance provided to employees. This would be an area for future review in benefits. Leave provided by Abilene is exactly on par with peer communities. Abilene has one personal day provided as well.

Health Insurance, Benefits, and Leave - Table 2 represents a summary of results of information provided. Not all organizations provided information on benefits and leave.

Table 2. Benefits Report for Abilene, Kansas

Benefits Item	Employer Share %		Employer Monthly Amount	
	Abilene	Peer Group Average	Abilene	Peer Group Average
Health Insurance Plan 1 (single)	74%	92%	\$439.82	\$769.75
Health Insurance Plan 1 (family)	74%	76%	\$1,151.85	\$1,373.89
Health Insurance Plan 2 (single)	74%	96%	\$394.89	\$665.63
Health Insurance Plan 2 (family)	74%	80%	\$1,059.68	\$1,471.70
Vision (single)		41%		\$3.50
Vision (family)		31%		\$7.79
Dental (single)	74%	64%	\$21.76	\$16.49
Dental (family)	74%	43%	\$72.28	\$35.44

Benefits Item	Maximum Deductible Amount	
	Abilene	Peer Group Average
Health Insurance Plan 1 (single)	\$1,000	\$2,372
Health Insurance Plan 1 (family)	\$1,000	\$5,022
Health Insurance Plan 2 (single)	\$6,500	\$2,625
Health Insurance Plan 2 (family)	\$6,500	\$5,250
Vision (single)		
Vision (family)		
Dental (single)		\$17
Dental (family)		\$50

Benefits Item	Carrier Name/Plan Provider	
	Abilene	Peer Group
Health Insurance Plan 1 (single)	BCBS	7 BCBS, 2 Cigna, 1 Aetna
Health Insurance Plan 1 (family)	BCBS	7 BCBS, 2 Cigna, 1 Aetna
Health Insurance Plan 2 (single)	BCBS	3 BCBS, 2 Cigna, 1 Aetna
Health Insurance Plan 2 (family)	BCBS	3 BCBS, 2 Cigna, 1 Aetna
Vision (single)		3 VSP, 1 Vision Care, 1 Surency
Vision (family)		3 VSP, 1 Vision Care, 1 Surency
Dental (single)	BCBS	5 Delta Dental, 1 BCBS
Dental (family)	BCBS	5 Delta Dental, 1 BCBS

Benefits Item	Numbers Responding Yes		Employers Monthly Amount	
	Abilene	Peer Group Average	Abilene	Peer Group Average
Health Savings Account	Yes	Yes - 6	50	Not enough data
Flexible Savings Account	Yes	Yes - 7	0	Not enough data
Group Life Insurance	Yes	Yes - 13	0	Not enough data
KPERS Retirement	Yes	Yes - 13		Not enough data
KP&F for Police	Yes	Yes - 10		Not enough data
KP&F for Fire	Yes	Yes - 6		Not enough data

Additional Deferred Comp	Yes	Yes - 13	43.44	Not enough data
Elected Official Pay	Yes	Yes - 6	\$200 Commissioners \$250 Mayor	\$254 Commissioners/ Council \$307 Mayor

Benefits	Employer % Contribution	
	Abilene	Peer Group
Health Savings Account		0
Flexible Savings Account		0
Group Life Insurance		100%
KPERS Retirement	9.89%	6.60%
KP&F for Police	22.13%	22.08%
KP&F for Fire	22.13%	22.03%
Additional Deferred Comp		Not enough data
Elected Official Pay		

For 2020 will you have COLA?

Respondents Responding Yes	%Increase
4	2.166

For 2020 will you have Step Increase?

Respondents Responding Yes	%Increase
2	2.5

For 2020 will you have Longevity?

Respondents Responding Yes	%Increase
6	Varies

For 2020 will you have Merit?

Respondents Responding Yes	%Increase
----------------------------	-----------

6	3.125
---	-------

For 2020 will you have Other?

Respondents Responding Yes	%Increase
0	0

Leave	Days per Year Provided	
	Abilene	Peer Group Average
Vacation after 1 year	10.0	11.4
Vacation after 5 years	12.5	13.4
Vacation after 10 years	15.0	16.6
Sick leave after 1 year	12.0	11.0
Sick leave after 5 years	12.0	11.2
Sick leave after 10 years	12.0	11.7
Holidays provided annually	11.0 (includes 1 personal day)	10.4

Table 3: Proposed Pay Ranges and Title Changes

Job Title	Current Range	Current Minimum Range (Hourly)	Current Maximum Range (Hourly)	Proposed Range	Proposed Minimum Range (Hourly)	Proposed Maximum Range (Hourly)
Water Laborer I	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Recreation Program Leader	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Recreation Specialist I	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Clerk I	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Park Maintenance Laborer I	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Street Laborer I	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Tourism Assistant	1	\$ 13.32	\$ 17.81	1	\$ 14.45	\$ 19.51
Police Department Clerk I	1	\$ 13.32	\$ 17.81	2	\$ 16.06	\$ 21.69
Community Service Officer	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Deputy City Clerk	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Deputy Finance Director	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Recreation Specialist II	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Park Maintenance Laborer II	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Street Laborer II	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Wastewater Treatment Plant Operator I	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Water Laborer II	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Water Treatment Operator I	2	\$ 14.72	\$ 19.91	2	\$ 16.06	\$ 21.69
Firefighter I	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Administrative Assistant	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Electrical/GIS Technician	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Police Officer I	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Wastewater Treatment Plant Operator II	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Water Distribution Crew Leader	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Water Treatment Plant Operator II	3	\$ 15.92	\$ 21.51	3	\$ 17.28	\$ 23.33
Mechanic/Equipment Operator	3	\$ 15.92	\$ 21.51	4	\$ 18.51	\$ 25.00
Horticulturist	3	\$ 15.92	\$ 21.51	4	\$ 18.51	\$ 25.00
Court Clerk/Office Manager	4	\$ 17.14	\$ 23.07	4	\$ 18.51	\$ 25.00
Firefighter II	4	\$ 17.14	\$ 23.07	5	\$ 19.59	\$ 26.46
Police Officer II	4	\$ 17.14	\$ 23.07	5	\$ 19.59	\$ 26.46
Police Officer II/Detective	4	\$ 17.14	\$ 23.07	5	\$ 19.59	\$ 26.46
Assistant Street Supervisor	5	\$ 18.41	\$ 24.91	5	\$ 19.59	\$ 26.46

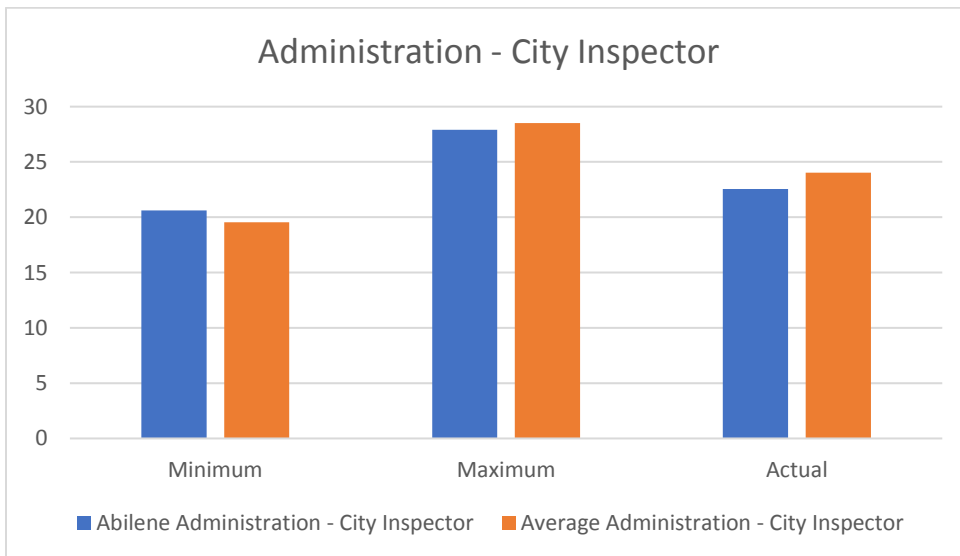
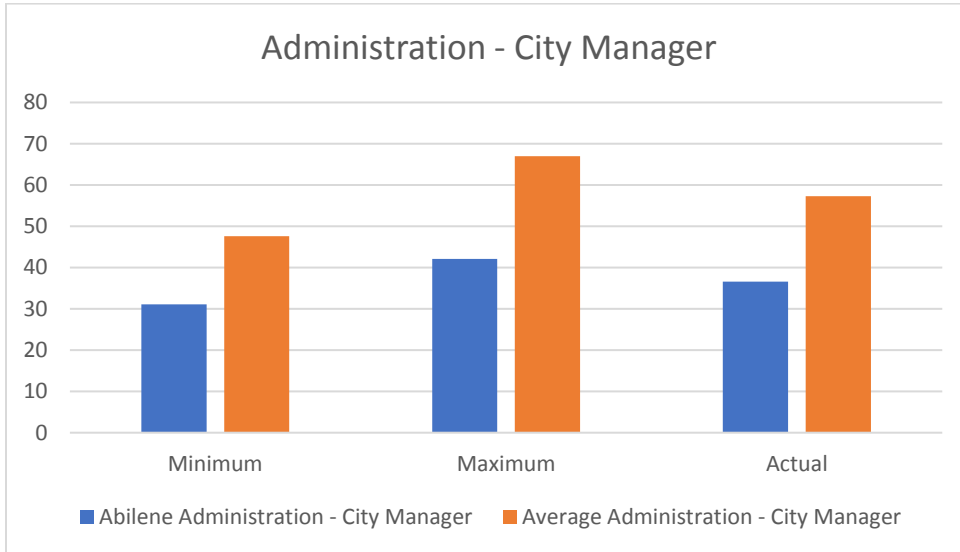
Park Maintenance Supervisor	5	\$ 18.41	\$ 24.91	6	\$ 20.89	\$ 28.21
Recreation Supervisor	5	\$ 18.41	\$ 24.91	6	\$ 20.89	\$ 28.21
Street Supervisor	5	\$ 18.41	\$ 24.91	6	\$ 20.89	\$ 28.21
Water/Wastewater Supervisor	5	\$ 18.41	\$ 24.91	6	\$ 20.89	\$ 28.21
City Inspector	6	\$ 20.62	\$ 27.91	6	\$ 20.89	\$ 28.21
Communications Coordinator	6	\$ 20.62	\$ 27.91	6	\$ 20.89	\$ 28.21
Police Sergeant	5	\$ 18.41	\$ 24.91	7	\$ 22.82	\$ 30.82
Wastewater Treatment Plant Lead Operator	6	\$ 20.62	\$ 27.91	7	\$ 22.82	\$ 30.82
Water Treatment Plant Lead Operator	6	\$ 20.62	\$ 27.91	7	\$ 22.82	\$ 30.82
Utility Supervisor	7	\$ 22.80	\$ 30.82	8	\$ 23.96	\$ 32.36
Assistant Fire Chief	7	\$ 22.80	\$ 30.82	9	\$ 25.14	\$ 33.94
Assistant Police Chief	7	\$ 22.80	\$ 30.82	9	\$ 25.14	\$ 33.94
Vacant				10	\$ 26.40	\$ 35.64
Convention & Visitors Bureau Director	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Finance Director	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Fire Chief	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Human Resources Director/City Clerk	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Parks and Recreation Director	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Police Chief	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Public Works Director	8	\$ 29.06	\$ 39.33	11	\$ 34.31	\$ 46.32
Vacant				12	\$ 36.02	\$ 48.64
Interim City Manager				13	\$ 48.78	\$ 65.86

Vacant ranges were created by adding 5% to prior range.

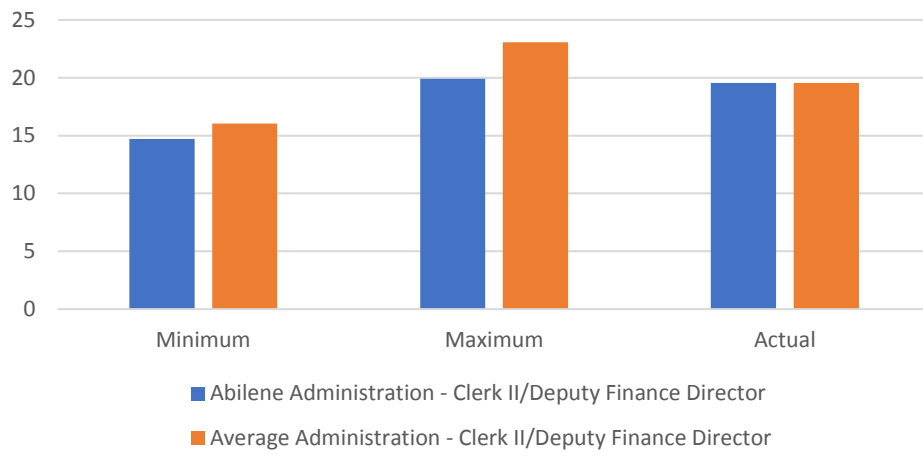
Recommend changing title of Wastewater Treatment Plant Lead Operator to Wastewater Treatment Plant Superintendent. Recommend changing title of Water Treatment Plant Lead Operator to Water Treatment Plant Superintendent.

Appendix A: Market Survey Results

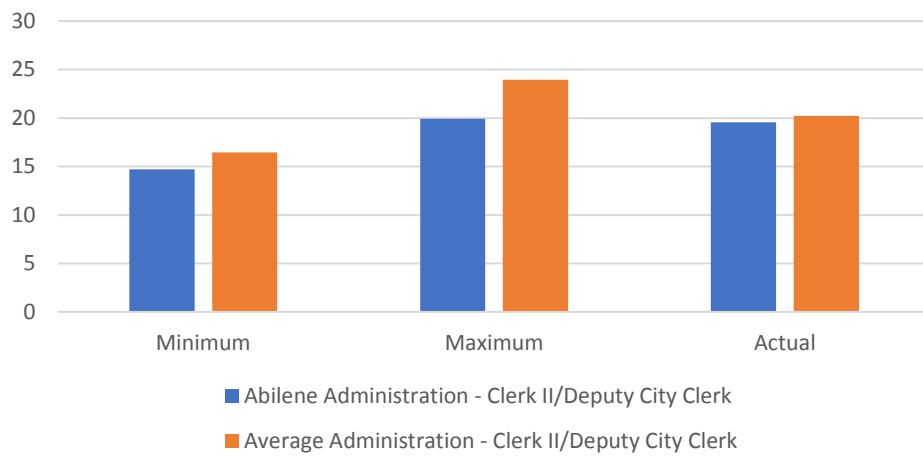
These charts represent the responses to the market survey. They do not represent final recommendations for pay ranges and adjustments.

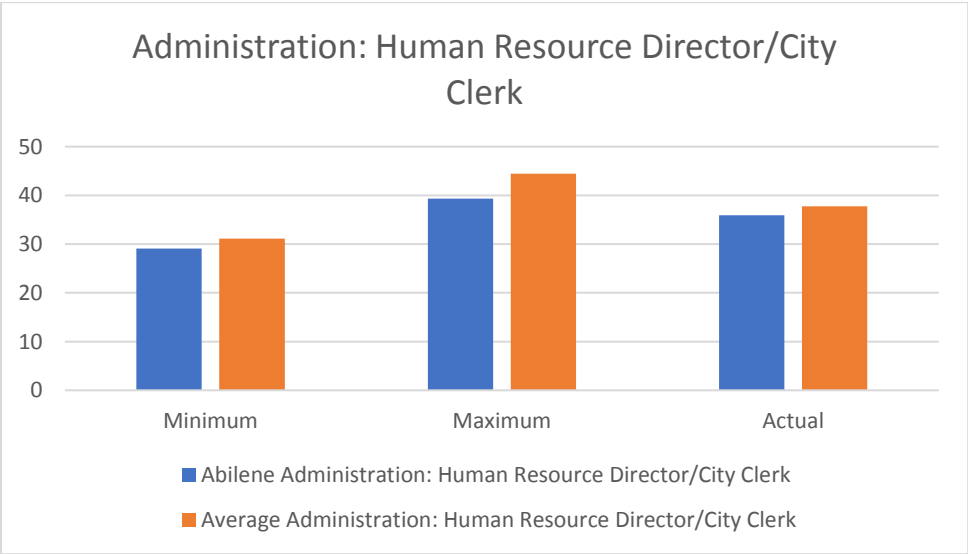
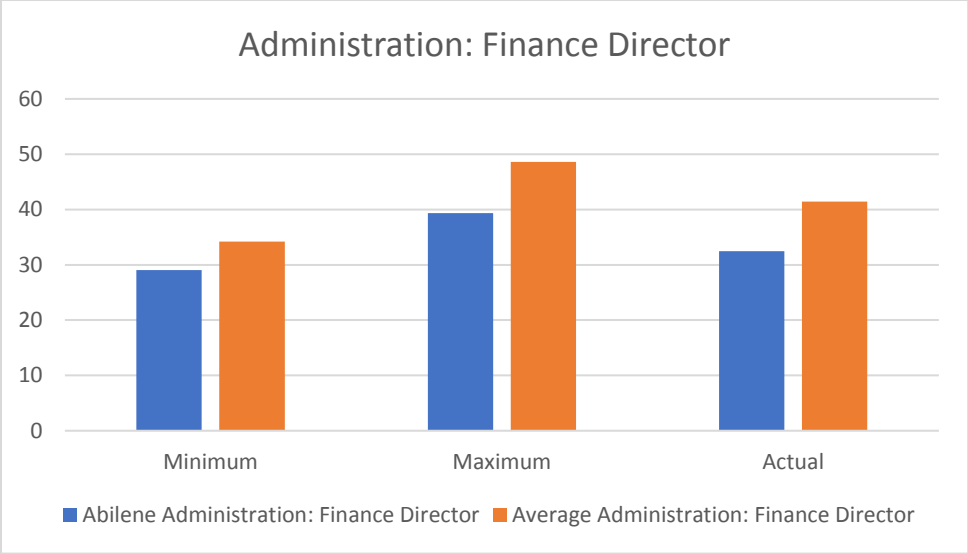


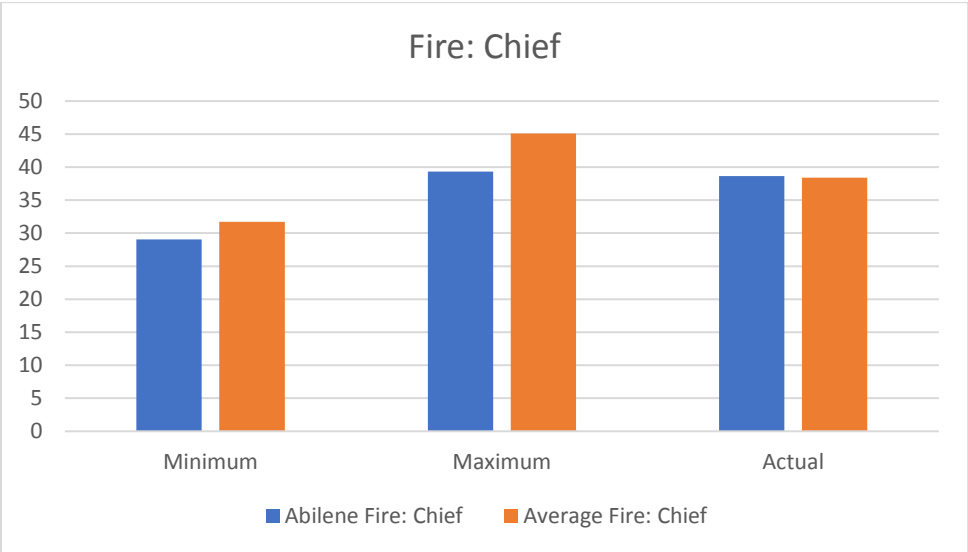
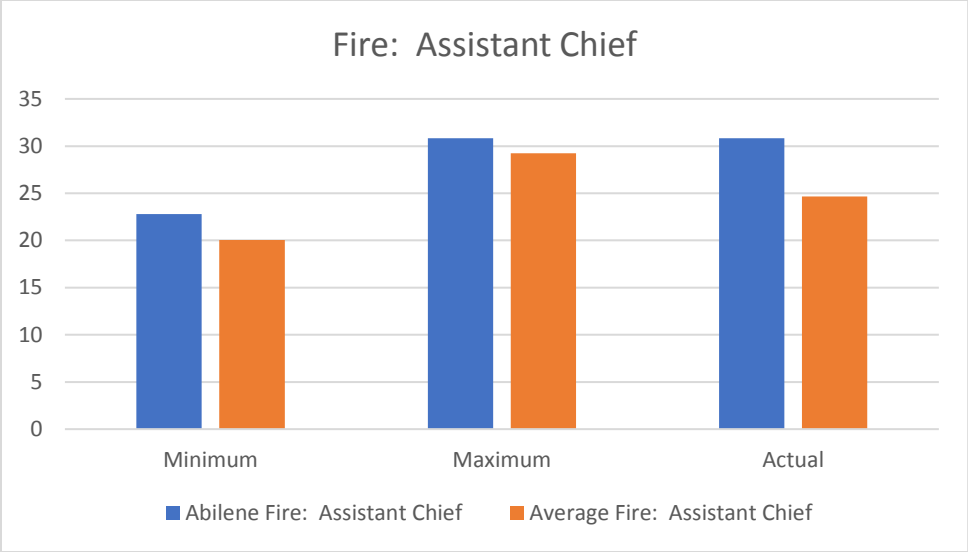
Administration - Clerk II/Deputy Finance Director

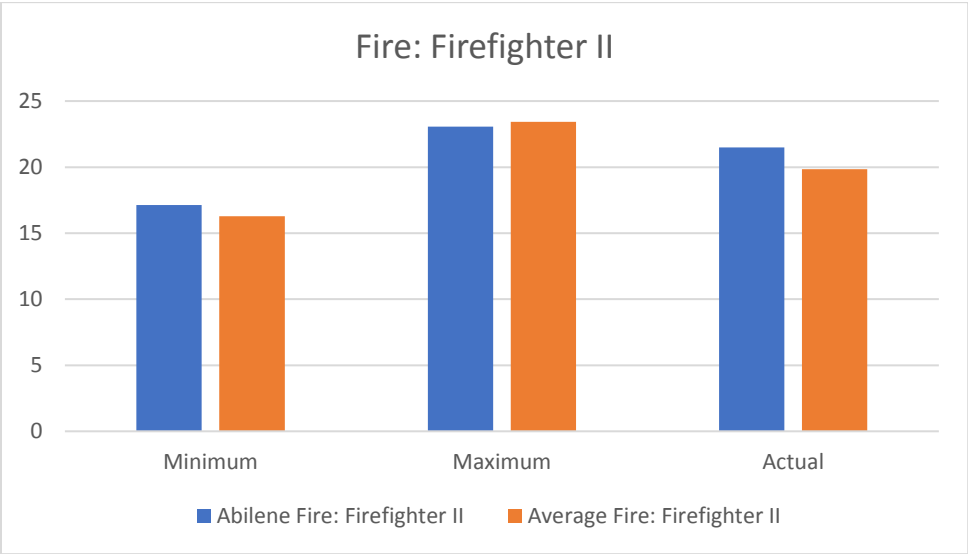
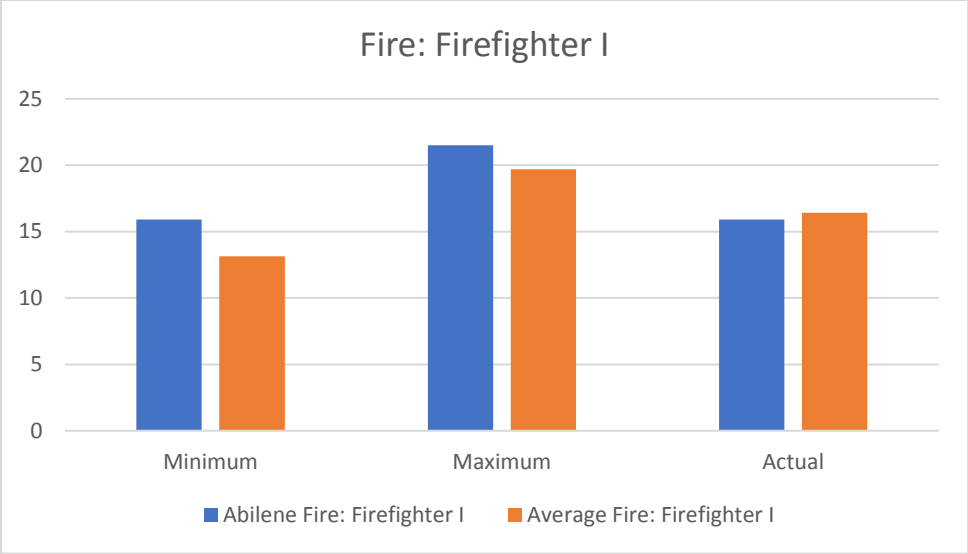


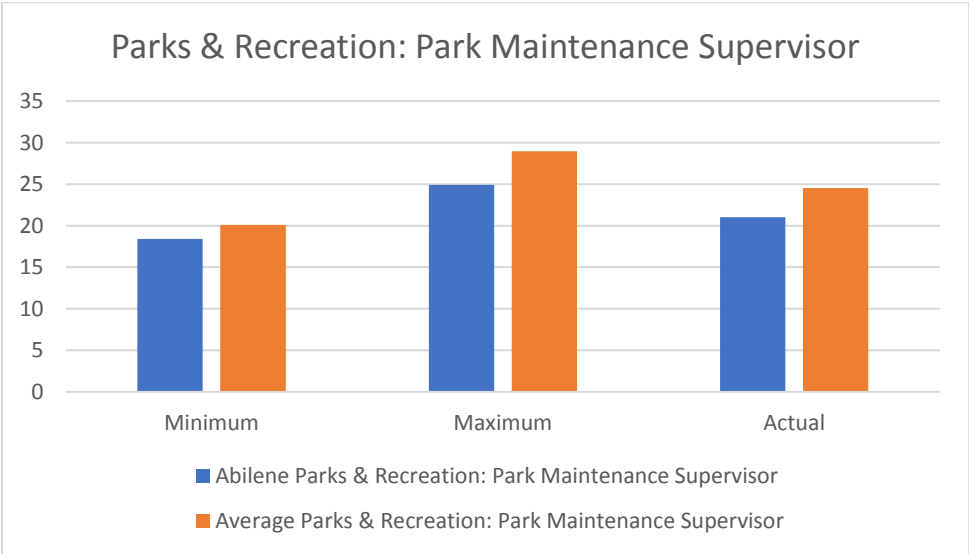
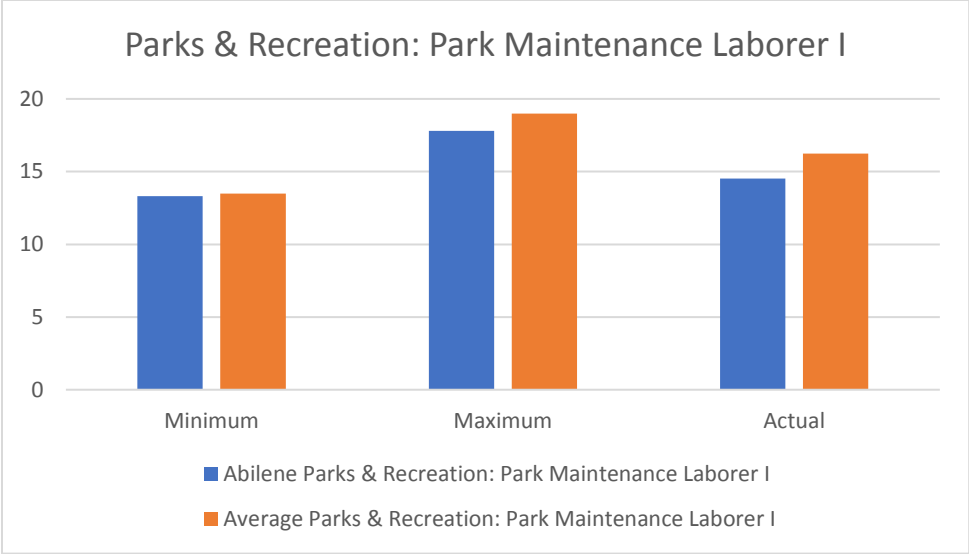
Administration - Clerk II/Deputy City Clerk



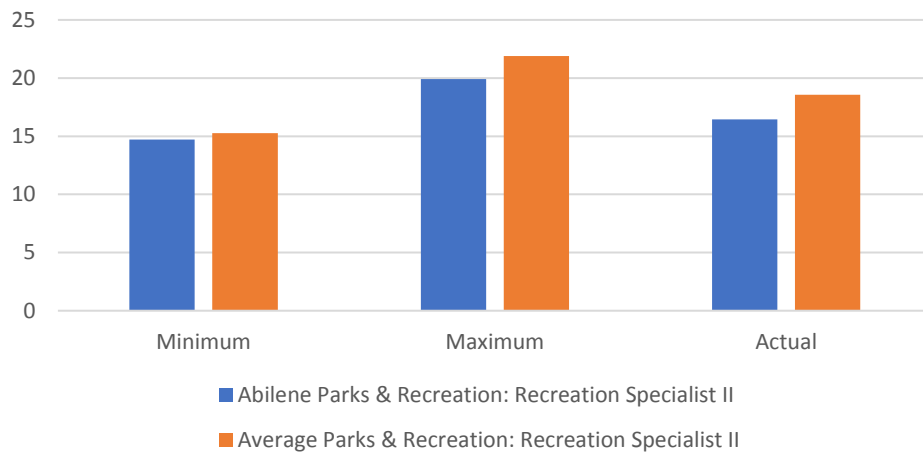




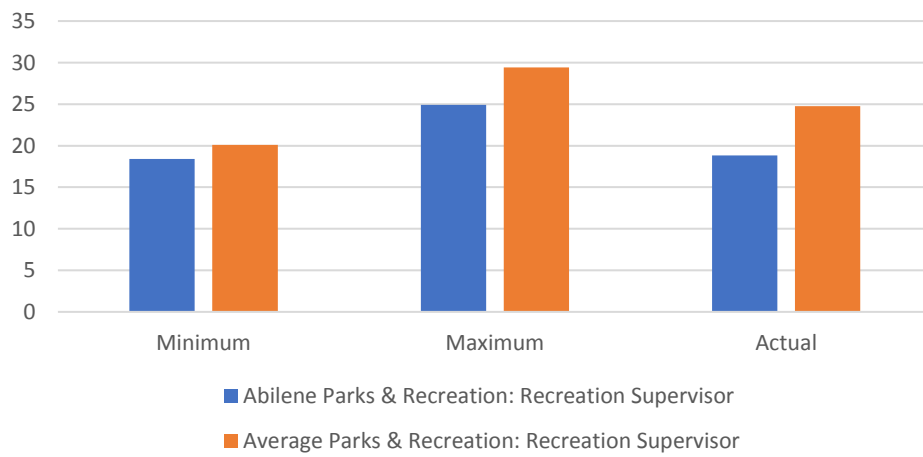


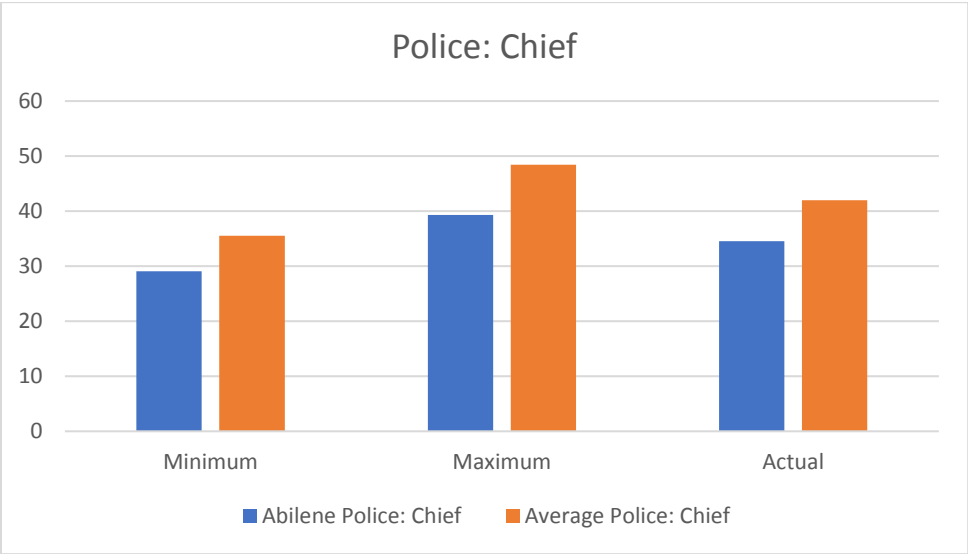
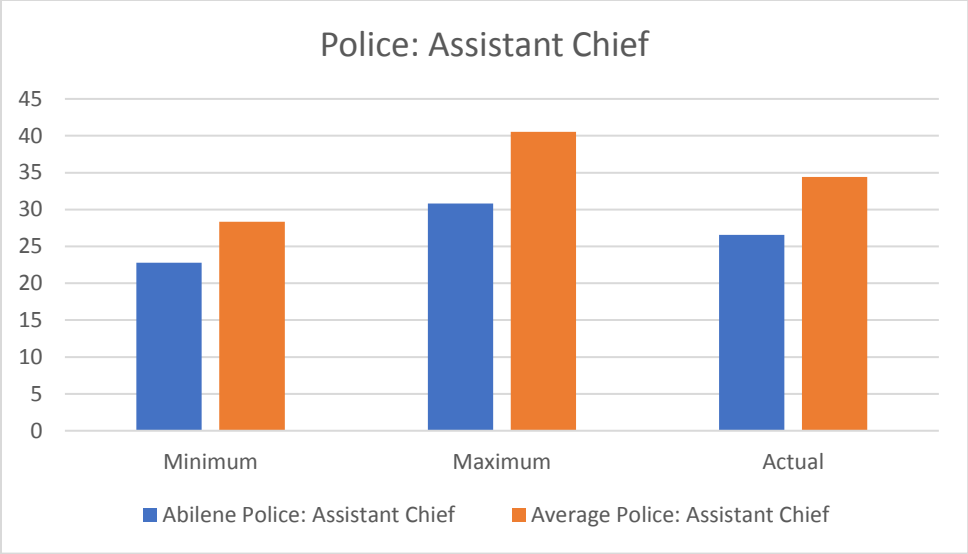


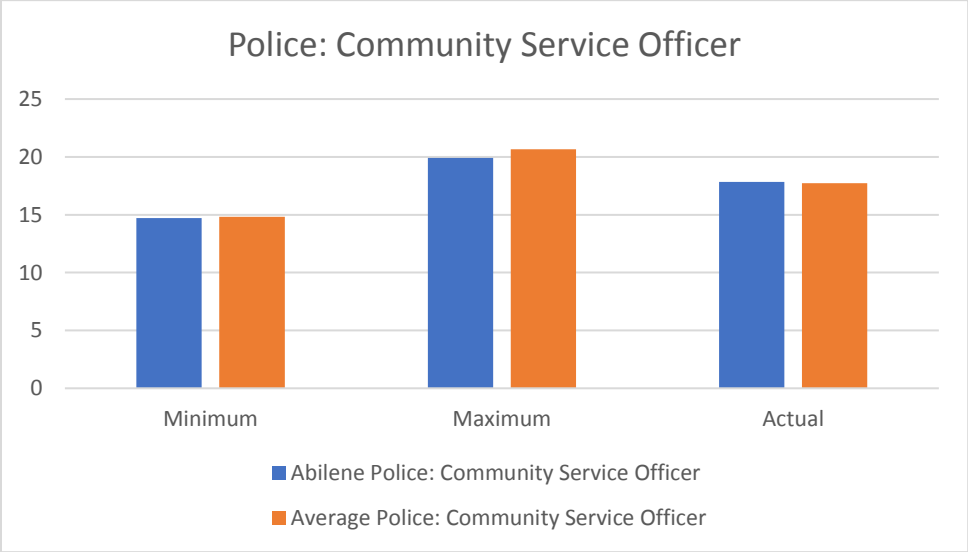
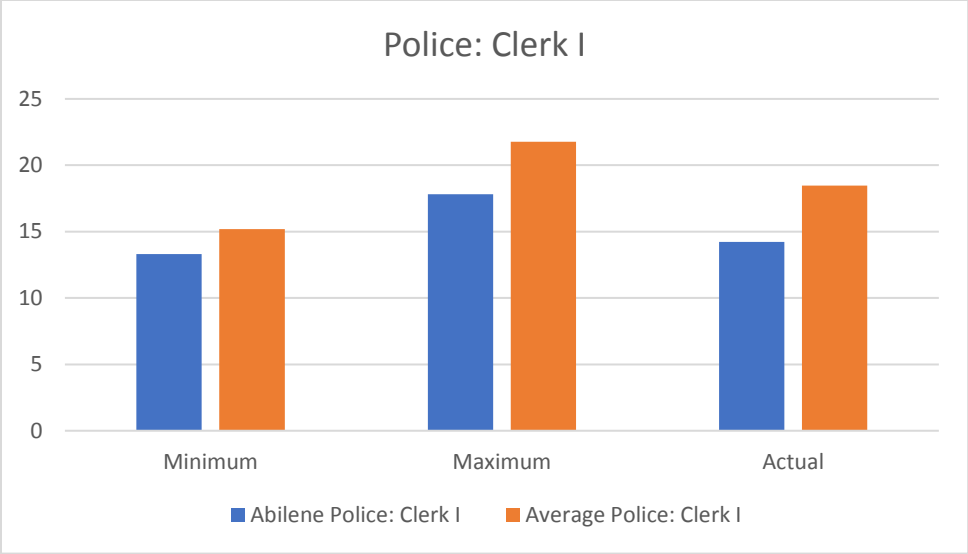
Parks & Recreation: Recreation Specialist II



Parks & Recreation: Recreation Supervisor



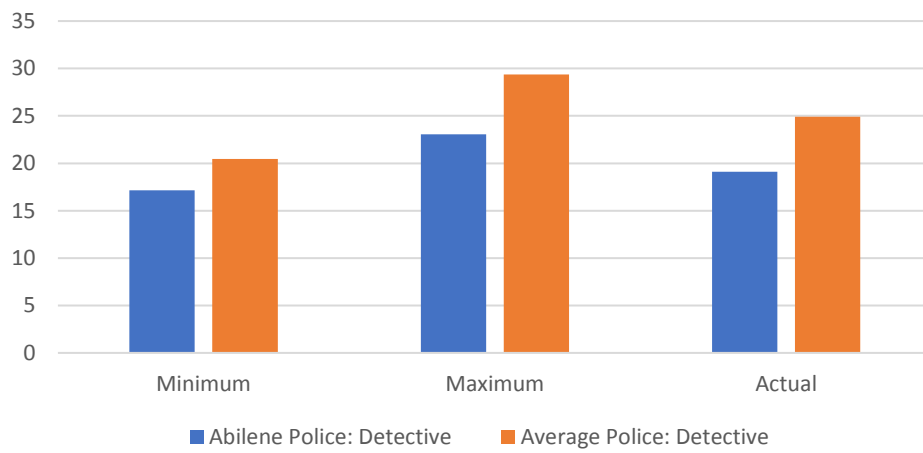


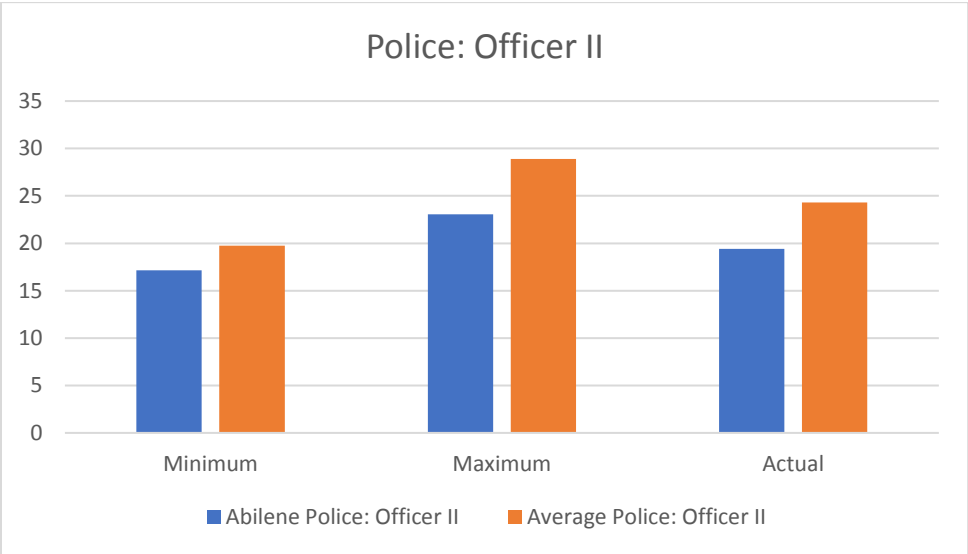
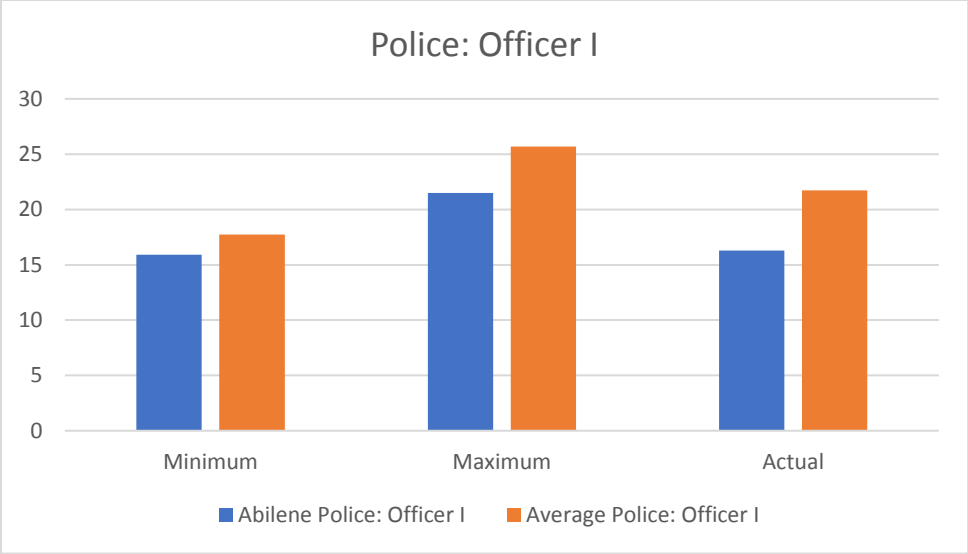


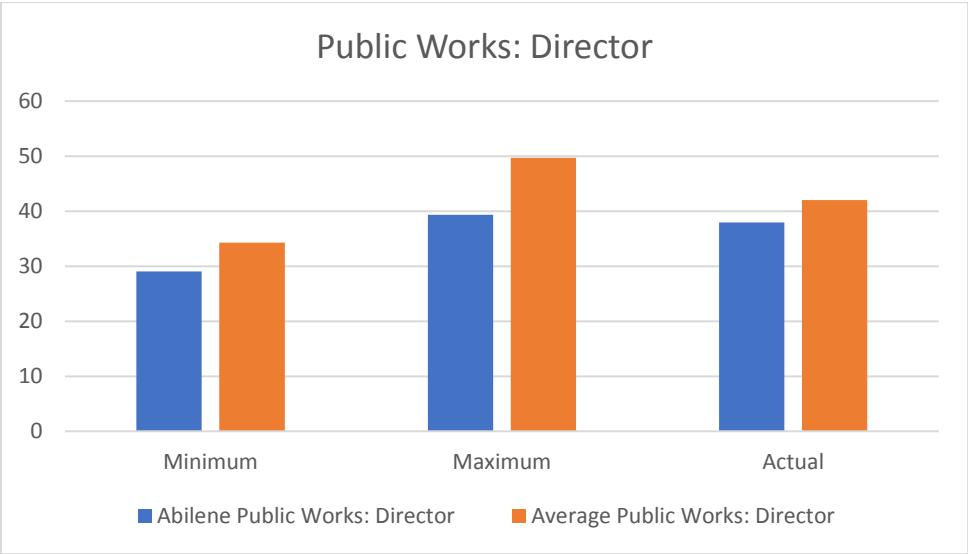
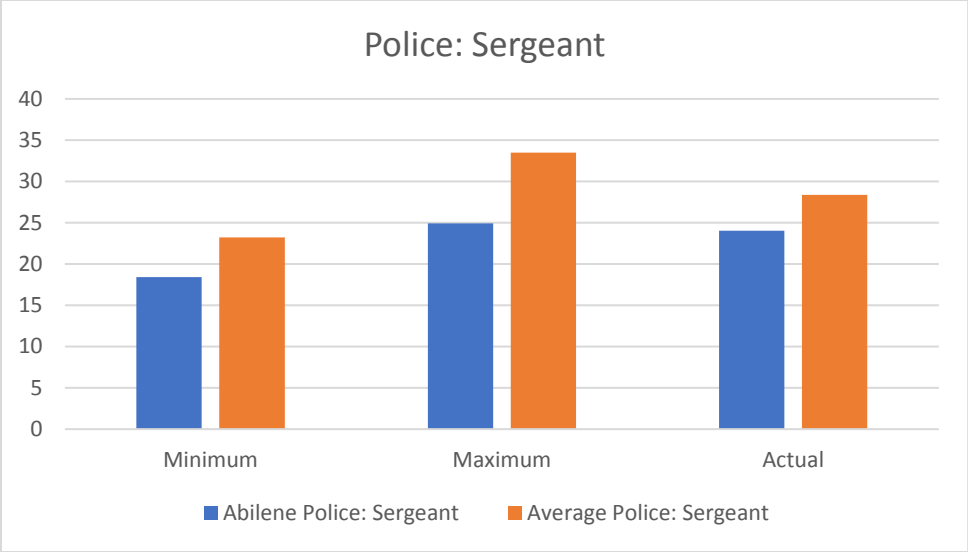
Police: Court Clerk/Office Manager

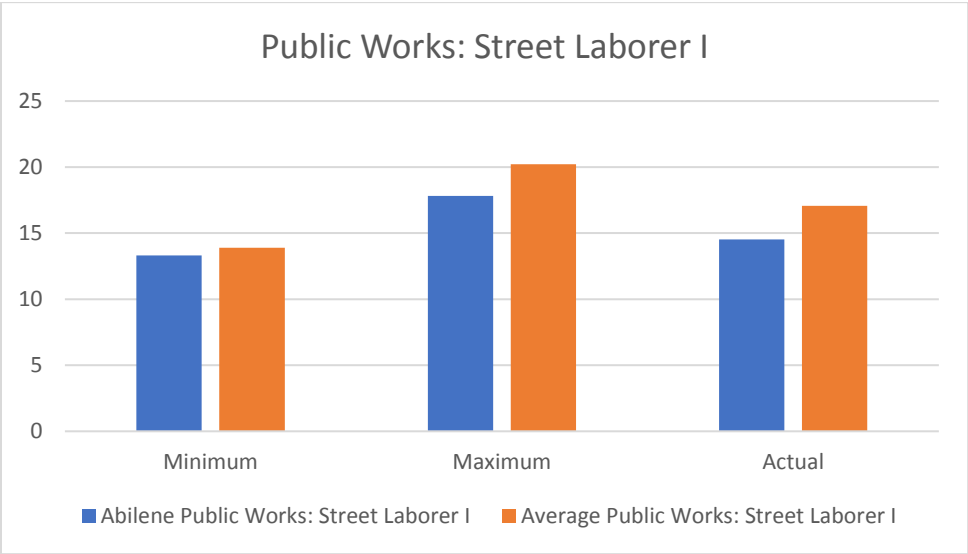
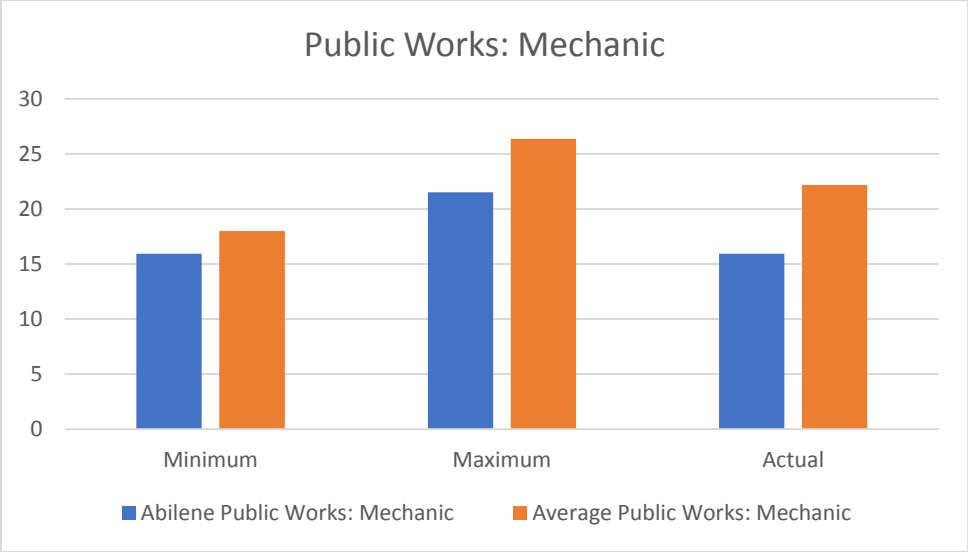


Police: Detective

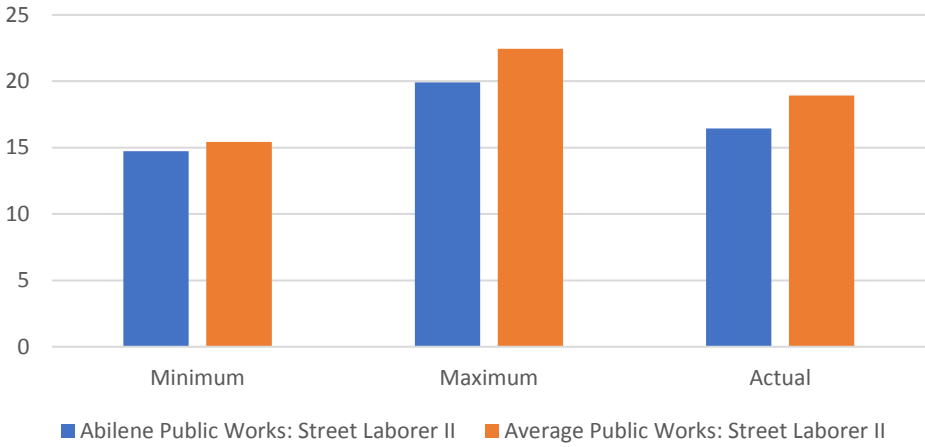




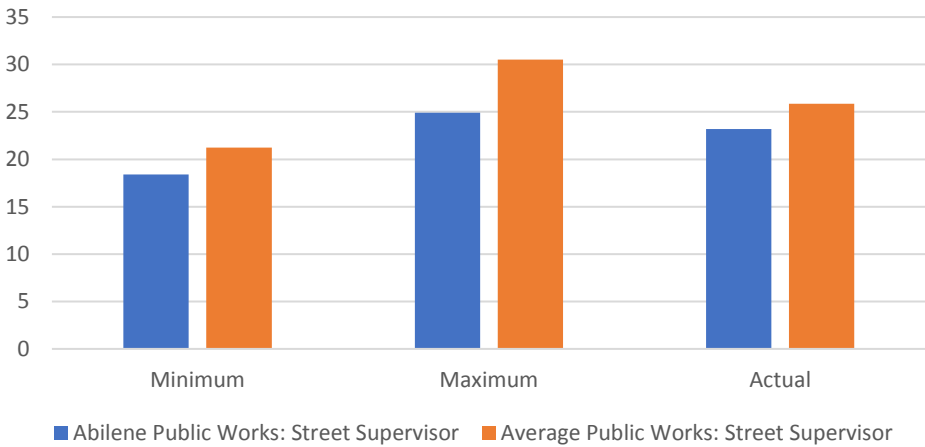




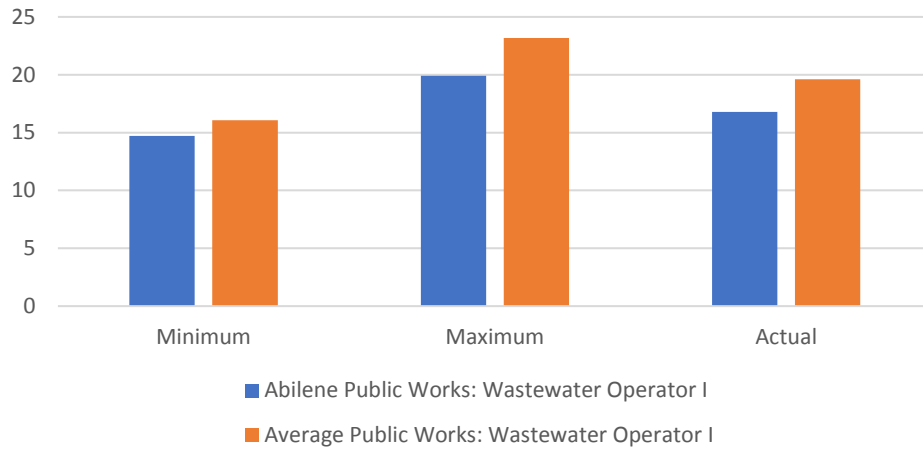
Public Works: Street Laborer II



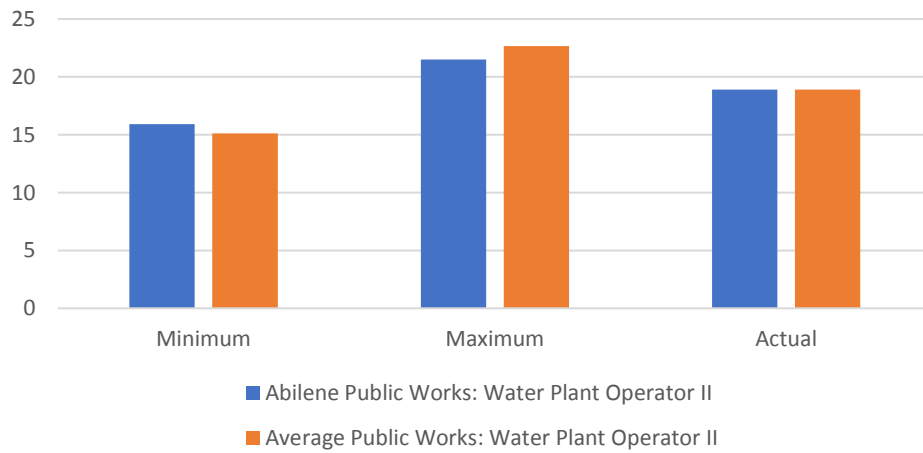
Public Works: Street Supervisor



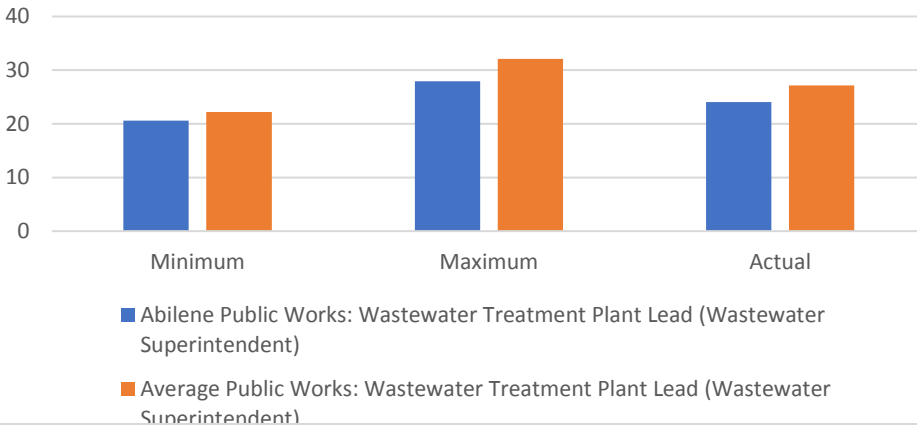
Public Works: Wastewater Operator I



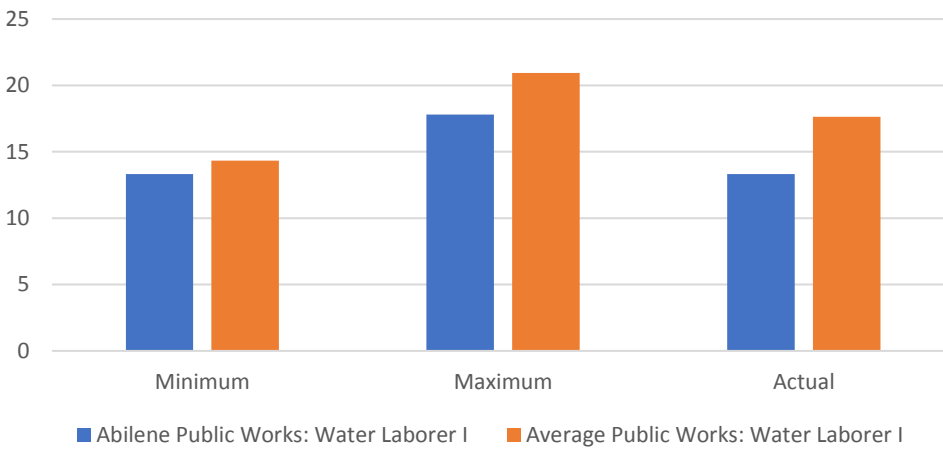
Public Works: Water Plant Operator II

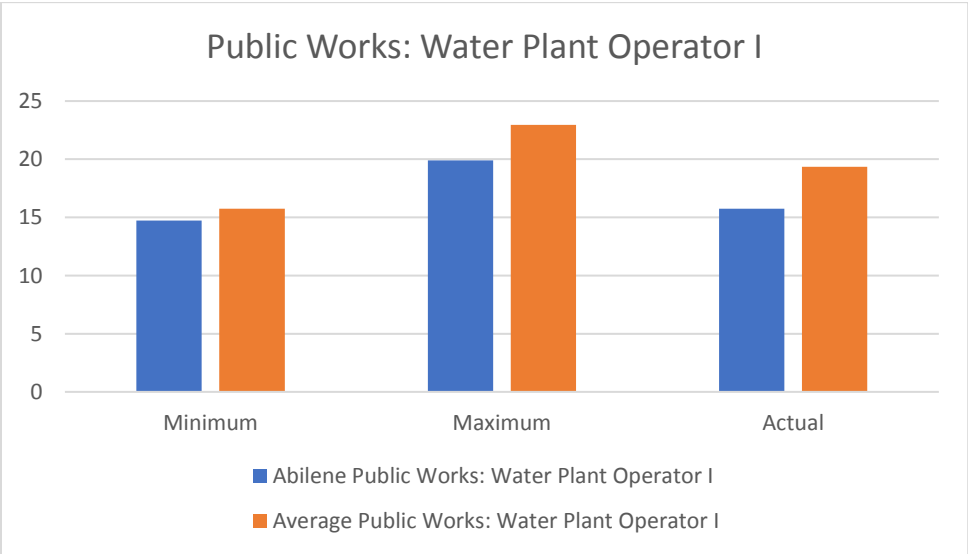
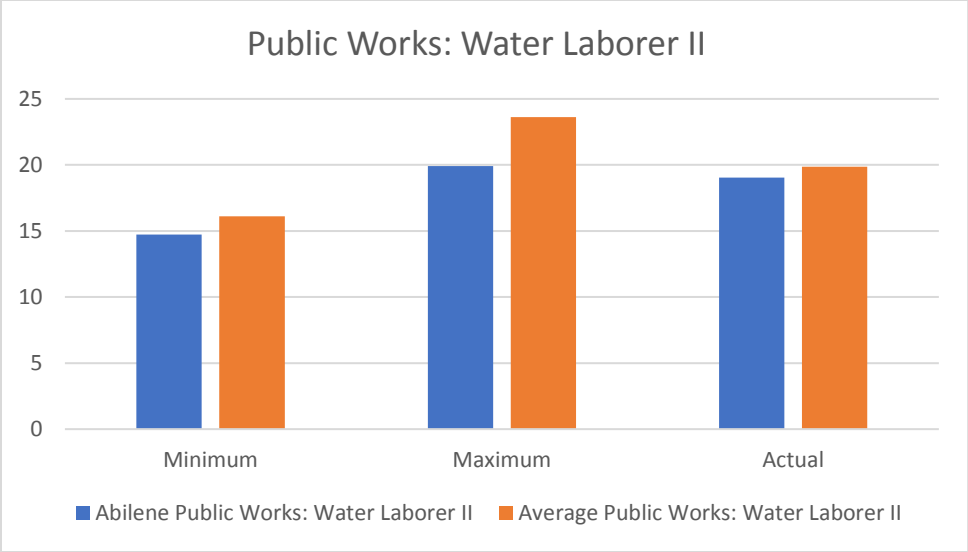


Public Works: Wastewater Treatment Plant Lead (Wastewater Superintendent)

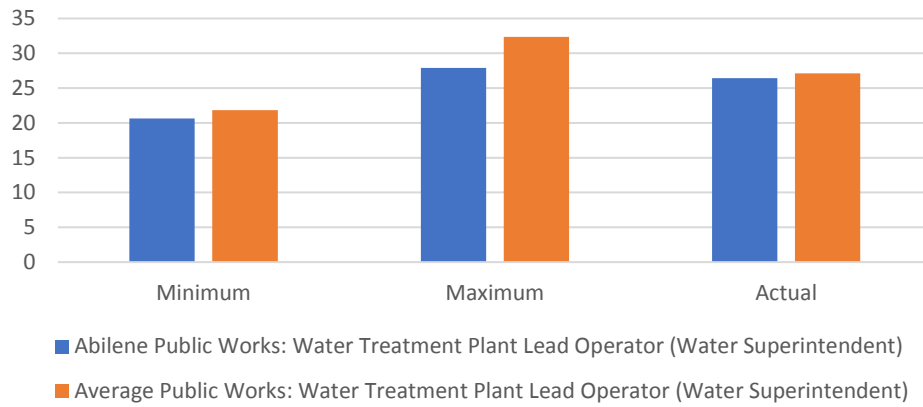


Public Works: Water Laborer I

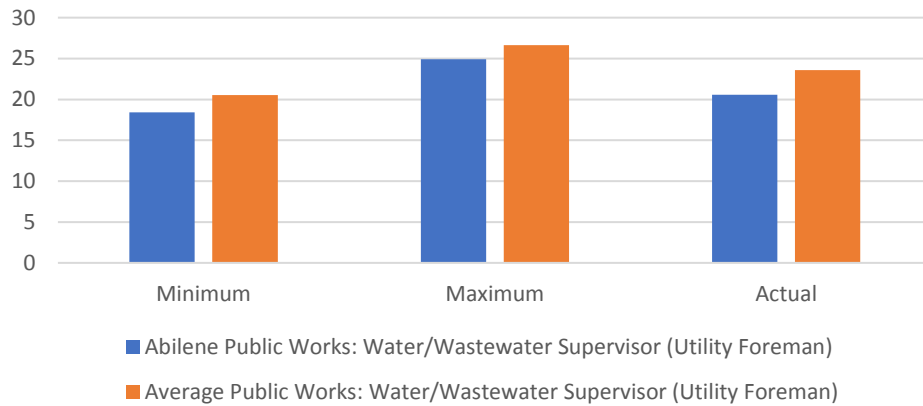




Public Works: Water Treatment Plant Lead Operator (Water Superintendent)



Public Works: Water/Wastewater Supervisor (Utility Foreman)



Appendix B: Survey Instrument



OVERLAND PARK, KS OFFICE: P.O. Box 27196, Overland Park, KS 66225 Phone: (913) 851-7530 Fax: (913) 851-7529
FORT COLLINS OFFICE: 4809 Prairie Vista, Fort Collins, CO 80526 Phone: (785) 341-3604 Fax: (913) 851-7529
www.austinpeters.com

September 3, 2019

Dear Salary Survey Participant:

Abilene, Kansas has retained our firm to conduct a salary and benefits study as of September 1, 2019. Your organization has been chosen as a comparable for the City.

Please fill out the attached spreadsheet or send us your pay range data by job title. The results will be distributed to survey participants to assist with compensation planning for 2019.

Please submit your response by **September 13, 2019** via email to etatarko@austinpeters.com. For questions, please call me at (970) 266-8724. If you wish to talk with the City personally, our local contact at the City is Penny Soukup, HR Director/City Clerk, 785-263-2550, penny@abilenecityhall.com.

We appreciate your participation in this survey and believe you will find the results useful in your compensation planning. Thank you for your time and participation.

Sincerely,

Beth Tatarko
Vice President

Attachment

Directions for Completing Salary and Benefits Survey

1. Please fill in the Benefits Tab with your information.
2. Each position that is being studied with this survey is briefly described on the Wages Tab. Please review each position description in Column B. Complete the follow instructions below for completing the Wages Tab.
3. If your City or organization uses a different position title, or if the job falls within a different department or area than the one listed, please indicate the title and department you use in the Column C. If you do not have such a position, indicate N/A (not applicable).
4. In Column D, determine whether the position described is a Very Close Match, Close Match, Fair Match, Poor Match, or No Match with the same in your City. (Insert 1=Very Close Match, 2=Close Match, 3=Fair Match, 4=Poor Match, 5=No Match).
5. In Columns E and F, please provide the following information as of September 1, 2019 for each position. Please provide the requested information on an **hourly basis**. When making conversions to hourly rates please take the annual amount of salary paid to the position and divide that amount by **actual hours worked**. For example, if you have a City Clerk who is paid \$15,000 on an annual basis, but works 1,040 hours per year, the hourly rate reported should be \$14.42. Please indicate the **minimum** hourly range for each position. Please indicate the **maximum** hourly range for each position. If you do not have salary ranges, please indicate N/A (not applicable).
6. In Column G, please indicate the **actual** hourly rate for each position. If you have multiple people filling a position, use the **average** rate for all employees in that position to report actual hourly rate.
7. Please report how many people are in the position in Column H.
8. In Column I, please indicate the number of people this position supervises. A supervisor is someone who regularly provides direction; does complete or assist in performance evaluations; does participate in hiring and firing decisions; and does participate in discipline of employees. If this position does not supervise anyone, indicate a zero.
9. In Column J, indicate if this position receives overtime pay. Y = Yes and N = No.

Thank you for your time. The Austin Peters Group, Inc. and the City greatly appreciate your participation in this vital study.

City or Organization:	
Survey completed by:	
Phone:	
E-mail:	
If you are a private sector employer, would you like your information kept confidential?	

Benefits as of September 1, 2019:

Health Insurance: Tell us about your health insurance plans. If have more than one plan, list the second plan. Please provide information on the top two plans utilized by employees.	Employer Share %	Employer Monthly Amount	Maximum Deductible Amount	What Percent of Employees Use this Plan?	Carrier Name or Plan Provider
Plan 1: Health Insurance (single)					
Plan 1: Health Insurance (family)					
Plan 2: Health Insurance (single)					
Plan 2: Health Insurance (family)					
Vision (single)					
Vision (family)					
Dental (single)					
Dental (family)					

	Yes or No	Employer Monthly Amount	Employer Percent Contribution
Health Savings Account			
Flexible Savings Account			
Group Life Insurance			
KPERS Retirement			
KP&F for Police			
KP&F for Fire			
Additional Deferred Comp			
Elected Official Pay			

Paid Time Off as of September 1, 2019:

Leave	Days Per Year Provided
Vacation after 1 year	
Vacation after 5 years	
Vacation after 10 years	
Sick leave after 1 year	
Sick leave after 5 years	
Sick leave after 10 years	
Holidays provided annually	

For 2020, will you have:		
Item	All Employees - Y/N	% Increase
COLA		
Step Increase		
Longevity		
Merit		
Other		

The salary survey with positions was provided in a spreadsheet format for easy completion. The contents have been 'cut and pasted' below for information. The format in a spreadsheet was easier to read and follow.

Each position had a detailed description and salary survey respondents provided the following information:

- Your Title/ Department - Rate how well your position matches the description on a scale from 1 to 5 (1 is a very close match and 5 is no match)
 - Minimum Salary (Hourly); Maximum Salary (Hourly); Actual Hourly Rate
 - Number of Employees that hold this position?
 - How many people does this position supervise?
 - Does this position receive overtime pay? (Y = Yes; N = No)
-

After the survey commenced, the consultants collected additional data on Recreation Superintendent and eliminated Recreation Specialist I.

Department/Position Title/ Description
<p>Administration - City Manager - In a Commission-Manager form of government, the City Manager oversees the day-to-day operations of the City and is responsible for the efficient and effective implementation of City Commission policies.</p>
<p>Administration: City Inspector – Enforces and administers uniform building, plumbing, electrical, fire safety and other City codes. Services and inspects residential, commercial and industrial construction projects, checks for cross-connections in water utility, examines building plans before permits are issued, and serves as City Forester. Assists with inspection, coordination, and public communication for public infrastructure projects completed by City.</p>
<p>Administration - Clerk II/Deputy Finance Director – Performs a variety of data entry and complex accounting duties. Assists with accounts payable function, and maintaining records. Processes and maintains all aspects of the utility billing process for the city. Receives payments from citizens for fees and bills and assists with processing payments. Prepares monthly, quarterly, and annual reports, handles delinquent water bills. This position acts in the Finance Director’s absence.</p>

Administration: Clerk II/Deputy City Clerk – Performs a variety of data entry and complex accounting duties. Assists with payroll functions, special assessment functions, maintaining records, processes and maintains the utility billing records for the city. Receives payments from citizens for fees and bills, and assists with processing payments is required. This position acts in the Clerk’s absence.

Administration: Finance Director – Plans, oversees collection, investment and disbursement of public funds. Administers fiscal policies and practices of the City. Maintains accounting records and develops annual budget. Supervises and assigns staff assignments. Prepares financial statements. Directs annual audit. Serves as City Treasurer. Reviews purchasing practices for compliance with policies and procedures. Administers the debt management program. Monitors City insurance program. Supervises water utility collection and billing functions.

Administration: Human Resource Director/City Clerk – Performs various administrative and financial duties. Maintains municipal, fiscal and legal records, and all other municipal documents. Provides general public with required information. Supervises and assigns staff assignments. Handles employee issues and makes recommendations. Designated agent for KPERS and KP&F. Performs processing and accounting procedures for payroll. Attends city commission meetings and is responsible for accurate meeting minutes, proper terminology and recording for the public record.

Convention & Visitors Bureau: Director - Oversees promotion and marketing of the City as a travel and tourism destination. Supervises and manages employees. Provides public relations. Oversees budget and record keeping.

Fire: Assistant Chief – Plans, organizes, and directs the operation of the Fire Division. Acts as Chief in his/her absence. Supervises subordinate personnel, cleans and maintains the fire station equipment, and prepares necessary reports. Enforces all NFPA, fire safety and life safety codes. Protects and serves citizens of city by performing all fire, police, and EMT duties. Supervises development and coordination of fire safety training, and assists with division budget and purchasing necessary supplies.

Fire: Chief – Plans and directs all operations and activities of the Fire Department pursuant to legal mandate, under supervision of City Manager. Performs administrative duties, as well as coordinating department activities, supervising subordinate personnel, and developing department policies and procedures. Responds to serious fire incidents and hazardous material releases. Investigates causes of fires, manages department budget and fields questions and concerns of general public.

Fire: Firefighter I – This is an entry level position. Performs specialized work in protection of life and property in City of Abilene. Assists with prevention and suppression of fires, operates and maintains department equipment. Performs inspections of all daycare facilities, nursing homes, schools and hospitals. Provides fire and safety education for schools and groups.

Fire: Firefighter II – Two to three years experience required and Firefighter II Certification. Operates department equipment to protect life and property in the City of Abilene. Combats fires, provides emergency life-saving services and rescue operations. Tests, maintains and repairs department equipment. Must be able to read and interpret maps, manuals and reports. EMT, FF I, FFII with Hazmat Ops.

Library: Adult Services Assistant or Youth Services Assistant - Performs a variety of standard clerical and paraprofessional public service duties. Assists public with computer access and use. Troubleshoots computer issues. Serves as reference assistant. Ensures courteous public service for patrons and performs routine circulation tasks. Public service experience preferred.

Library: Associate Director - Performs highly responsible financial and personnel duties, processes payroll, KPERS agent, provides leadership and supervisory duties. Manages library budget, oversees work schedule. Supports the Director as needed, reports to Director, acts in absence of the Director. No BS or MLS required, but preferred.

Library: Director – Performs planning, organizing, and directing public library services. Administers and supervises all operations of the Library. Oversees policy and long-range plans, supervision of personnel, administration of annual budget, and the directing of library services for the public. Performs work in compliance with the goals and policies established by the Library Board of Trustees. MLS and experience required.

Library: Youth Services Librarian – Plans, maintains and manages the operations, programs, and the collection of the Children’s Library. Ensures courteous public service for patrons and supervising Children’s Library Staff. Serves as subject specialist in children’s literature. No BS or MLS required, but preferred.

Parks & Recreation: Park Maintenance Laborer I – Maintains city park and recreation facilities, operates departmental equipment, and performs grounds keeping duties.

Parks & Recreation: Park Maintenance Supervisor – Supervises subordinate personnel, and performs manual labor while maintaining city parks, playgrounds and facilities for Parks and Recreation use. Schedules and plans work assignments. Performs gardening and grounds keeping duties.

Parks & Recreation: Recreation Specialist I – Assists in daily office operations, may instruct recreation classes, oversees facility usage, schedules and assists with use of facilities and rentals, recruits volunteers and instructors, answers and directs incoming telephone calls, performs marketing, circulates program guide.

Parks & Recreation: Recreation Specialist II – Assists in daily office operations, may instruct recreation classes, oversees facility usage, schedules and assists with use of facilities and rentals, answers public questions, tracks database information, assists with sponsors and solicitations, receives bids, assists with media and meetings, coordinates afterschool program.

Police: Assistant Chief – Responsible for enforcing all federal, state, and local laws, ordinances. Acts as Chief in his/her absence. Supervises subordinate personnel, and is responsible for the protection of life and property in the City of Abilene. Serves as evidence custodian, works closely with department investigator, and assists with budgeting process.

Police: Chief – Plans and directs all operations and activities of the Police Department pursuant to legal mandate, under supervision of City Manager. Performs administrative duties, including maintaining department computer network. Supervises the management of department, budget preparation, and resolves personnel issues and citizen concerns.

Police: Clerk I – Performs secretarial and administrative support duties for Police Chief and general clerical duties for Municipal Court. Must have working knowledge of court and criminal procedures and the ability to maintain confidentiality. Maintains files for Police and Fire Departments.

Police: Community Service Officer – Picks up stray and injured animals. Removes dead animals from city streets. Issues Citations. Enforces parking regulations. Answers incoming calls, maintains department files and records, and responds to questions, concerns and complaints from the general public about animals. Fills in as Police Clerk.

Police: Court Clerk/Office Manager – Performs secretarial and administrative duties for Chief of Police and Municipal Court, while supervising Police Clerks. Assists with Municipal court evaluations, recommendations, and installation/maintenance of Police Department personal and municipal court software. Must have working knowledge of court and criminal procedures and the ability to maintain confidentiality.

Police: Detective – Enforces all federal, state, and local laws and ordinances. Investigates felonies and serious misdemeanors. Assists City and County Prosecutors in prosecution of all crimes. Serves as liaison officer with other local, state and federal agencies. Maintains law enforcement equipment and responds to emergency calls, providing medical and other assistance to general public as needed.

Police: Officer I – Entry level position. Protects life and property of citizens within City of Abilene. Enforces all federal, state, and local laws and ordinances. Performs routine patrol duties, enforces traffic laws, investigates crimes and accidents, and provides citizen assistance. Maintains law enforcement equipment.

Police: Officer II – Two to three years of experience is required. Protects life and property of citizens within City of Abilene. Enforces all federal, state, and local laws and ordinances. Performs routine patrol duties, enforces traffic laws, investigates crimes and accidents, and provides citizen assistance and responds to emergency calls. Maintains law enforcement equipment.

Police: Sergeant – Enforces all federal, state and local laws and ordinances. Protects and serves citizens of Abilene by performing police supervision and investigation. Investigates felonies, and serious misdemeanors. Assists City and County Prosecutors in prosecution of all crimes within proper jurisdiction. Supervises daily activities of personnel on his/her shift. Inspects police equipment and maintains monthly records of all Police Department vehicles.

Public Works: Director – Supervises and directs streets and water distribution systems, water treatment plant, wastewater treatment plant and collection systems, and recycling/composting operation. Must ensure compliance with all water and wastewater regulations and standards, as set by the State of Kansas Department of Health and Environment. Coordinates department activities and supervises subordinate personnel. Fields questions and concerns from the general public.

Public Works: Mechanic – Maintains and repairs to department equipment and machinery. Schedules maintenance on city vehicles and light equipment. Maintains shop in clean and organized manner.

Public Works: Street Laborer I – Entry level position. Performs semi-skilled and unskilled labor in the repair and maintenance of streets, sidewalks, and alleyways. Assists with park maintenance. Installs and replaces street markers and signs.

Public Works: Street Laborer II – This position requires one to three years experience. Performs semi-skilled work in the repair and maintenance of streets, alleyways and flood control areas. Operates department equipment and assists with weed eradication.

Public Works: Street Supervisor - Supervises, schedules, coordinates activities, and inspection of subordinate personnel. The position assists with street maintenance and repairs.

Public Works: Wastewater Operator I – This is an entry level position. Performs skilled and semi-skilled labor in maintenance and operation of plant facilities. Checks equipment for proper operation and makes repairs as needed. Records and maintains daily log sheets and records of plant operations. Performs grounds keeping and house keeping duties.

Public Works: Wastewater Treatment Plant Lead (Wastewater Superintendent) – Reports to Director of Public Works. Oversees the operations of the Wastewater Treatment Plant facilities. Compliance of the treatment of wastewater with standards set by the State of Kansas Department of health and Environment (KDHE) and the Environmental Protection Agency (EPA) is required. Supervises subordinate personnel, prepares work schedules and performs water analysis tests.

Public Works: Water Laborer I – This is an entry level position. Performs semi-skilled and unskilled labor in the repair and maintenance of water mains. Operates department equipment and hand tools, cleans ditches for the installation of water and sewer lines. Repairs park and restroom fixtures.

Public Works: Water Laborer II – This position requires one to three years experience. Performs semi-skilled, unskilled labor to repair and maintain water mains. Operates department equipment, cleans ditches for the installation of water and sewer lines. Repairs park and restroom fixtures. Operates and diagnoses electronic water meter reading system. Class I Water System Certification is preferred.

Public Works: Water Plant Operator I – This is an entry level position. Performs routine and visual inspections on plant buildings, equipment and treatment procedures. Provides for operation of plant equipment, as well as routine maintenance. Provides building and grounds maintenance and security, as well as janitorial services. Works to provide a safe and adequate water supply for public use.

Public Works: Water Plant Operator II – This position requires one to three years experience and Class III State Certification. Performs routine and visual inspections on plant buildings, equipment and treatment procedures. Responsible for charts, water flow, and storage tower levels. Collects water samples and performs lab tests for water content. Grounds keeping, equipment maintenance and janitorial services. Ensures water meets all KDHE and EPS Standards established under the Safe Drinking Water Act.

Public Works: Water Treatment Plant Lead Operator (Water Superintendent)– Reports to Director of Public Works. Oversees the operations of the Wastewater Treatment Plant facilities. Compliance of the treatment of wastewater with standards set by the State of Kansas Department of health and Environment (KDHE) and the Environmental Protection Agency (EPA) is required. Supervises subordinate personnel, prepares work schedules and performs water analysis tests.

Public Works: Water/Wastewater Supervisor (Utility Foreman)—Reports to Public Works Director. Directs the maintenance and construction of water and sewer lines in the City of Abilene. Supervises subordinate personnel and performing manual labor is required.

Appendix C: Policy Samples

The pay plan is integrated from top to bottom, with each range based on market analysis and point factors assigned to each position.

Application of the Compensation Plan

The compensation plan, contains standard salary ranges for all positions, is applied in accordance with the following:

- (a) **RATES.** All rates prescribed in the ranges of pay represent the remuneration authorized for employment.

- (b) **MINIMUM AND MAXIMUM RATES.** Under each salary range there is set forth a minimum and a maximum salary rate. Except as otherwise provided in these rules, appointment to any position shall be made at the minimum rate and advancement from one salary rate to the next higher rate, and to the maximum rate for the salary range shall be made on the basis of performance. The City of Abilene may choose to move the ranges each year, which will include moving the employee's pay accordingly based on an outside source chosen by the Governing Body (examples include the U.S. Department of Labor, the U.S. Bureau of Labor Statistics, the U.S. Conference Board, Mercer data report, etc.).

Rates of pay may be recommended using the following guidelines:

1. A condition of any appointment above the minimum rate will depend upon the department's budgeted wage line item, the employee's documented experience and or documented education, or documented certifications that make the employee's training time in the job minimal and it is expected the employee is able to fully take on all the duties within 30 days of hire. The applicant clearly exceeds the minimum requirements for the position as set out in the official position description and clearly meets all of the preferred requirements for the position as set out in the official position description.
 - 2 years of additional education and or job related experience – 0-5% above the range minimum
 - 3 years of additional education and or job related experience – 5% to 7.5% above the range minimum
 - 5 years of additional education and or job related experience – 7.5% to 10% above the range minimum
 - 7-10 years of additional education and or job related experience – 10% to 15% above the range minimum
-

The requisitioning department must also provide documented evidence that the position opening has been extensively advertised in local and regional publications or online sources.

2. When an employee is re-employed, the department head may request authorization of an appointment at a salary in the range for the position corresponding to that which the employee had been receiving upon the termination of his/her previous service.
3. When an employee is hired into a position and does not meet the minimum requirements as outlined in the position description but is given time to acquire certifications within a specific amount of time as outlined in the position description, then the employee will be paid at 10% below the range minimum until the qualifications to perform the position are met at which time the employee will be moved to the range minimum.

Merit Pay

Merit Pay is a positive recognition of increased effectiveness in performing the duties of a position as described in the job descriptions for that classification. As an employee's performance in a position continually improves as evidenced by greater production, improved judgment, and increased initiative, recognition is given to the employee by means of a merit payment.

Standards for Withholding Merit Increases

When an employee's performance fails to meet the measures of competency required by the position description, lacks initiative, lacks in judgment, has poor attendance, or other reasons as described by the Department Head in the employee's Performance Evaluation, a merit payment shall not be granted. The appointing authority and his or her supervisor shall be responsible for informing the employee of his or her employment deficiencies and the expected improvements and establish a time of the next scheduled evaluation. Employees who fail to meet performance expectations within the time frame established in the prior evaluation may be released from the City of Abilene employment, with or without cause.

Promotion

An employee promoted to a higher classified position shall be given a minimum of a seven percent (7%) pay increase but not less than the base rate for the range in which the position is classified. The date for the employee's performance evaluation shall remain unchanged and will be the anniversary date of the employee.

Demotion

Definition of demotion: A demotion is the movement of an employee to a position with a range level lower than the current range level.

It is the policy of Abilene to ensure effective levels of performance are maintained. Depending upon the availability of a vacant position for which an individual is qualified, an employee may be demoted for inadequate performance, as a means of disciplinary action, or upon voluntary written request.

Involuntary Demotion: An employee demoted to a lower pay classification for inadequate performance or as a means of disciplinary action shall be given a minimum of a three percent (3%) reduction in pay from their current salary.

Voluntary Demotion: An employee may request a voluntary demotion in writing and must follow the recruitment process.

1. The Department Head shall consult with the Department of Human Resources to ascertain the appropriate salary.

The salary will be commensurate with the range and position.

The amount authorized shall be based upon internal equity and qualifications of the applicant for the position.

The salary shall not exceed the maximum pay of the appropriate range.

2. An employee begins the evaluation period on the date of demotion and is subject to all City of Abilene rules.

Report of Performance Evaluation

A report of Performance Evaluation must accompany the Personnel Status Form when an employee is being considered for a merit payment, being promoted, demoted or terminated.
